

## XII. REDUCTION-IN-FORCE (RIF)/TRANSFER OF FUNCTION (TOF)

(PC Mart Model, “RIF”)

This section outlines the specific roles of a partnership developed to ensure reduction-in-force actions taken are in compliance with laws and regulations and are uniformly and consistently applied to all involved individuals.

Source of Authority: Title 5, United States Code (USC), Chapter 35, and Sections 3501-3504 Title 5, Code of Federal Regulation (CFR), Part 351, RIF, and Part 330, Recruitment, Selection and Placement (General) Office of Personnel Management (OPM) Restructuring Information Handbook, Module 3, RIF, and Module 4, TOF Air Force Supplement to Federal Personnel Management (FPM) Supplement 351-1 (until replaced in Air Force Manual (AFMAN) 36-203) Department of Defense (DoD) PPP Operations Manual.

### 1. RIF Responsibility Charts:

- Pre-RIF Timeline
- RIF Timeline
- Post RIF Timeline

#### a. Pre-RIF Timeline:

A. Pre-RIF Timeline			RIF Effective Date: 60 Day Notice Period. Note: If you choose to give more than a 60 day notice period, you must adjust the timeline accordingly.	
	Description	POC	T-Date Recommended Dates	Due Date
1.	Notifies Air Force Personnel Center (AFPC) of impending RIF (Unofficial notification to Staffing Team, Benefit and Entitlements (B&E) and Classification for planning purposes)	CPF	<b>**First awareness of need for RIF. (NLT T-180, except when warranted by unusual and compelling circumstances).</b>	
2.	Notifies Union and local community of potential RIF	CPF/MGMT/ MAJCOM	T-180	
3.	Establishes RIF committee. CPF involvement as needed	MGMT	T-180	
4.	Determines if TOF rules apply	AFPC/CPF/ MAJCOM	T-180	
5.	Provides management advisory services to RIF committee	CPF/AFPC	T-180	

6.	Obtains Environmental Impact Statement (as applicable) from management	CPF	T-180	
7.	Provides Congressional, State agency, OPM notification when it is anticipated there will be 50 or more separations	CPF	T-180	
8.	Directs hiring freeze (if applicable). CPF provides advisory service as needed	MGMT	T-180	
9.	Determines if furlough is an option	CPF/MGMT/ MAJCOM/ HQAF	T-180	
10.	Provides management advisory services for RIF avoidance	AFPC/CPF	T-180	
11.	Based on advisory services provided by the CPF, determines if early Priority Placement Program (PPP) registration is appropriate	MGMT	T-180	
12.	If determined necessary, CPF obtains authority and accomplishes early registration of employees in PPP. AFPC completes the registration form and submits to CPF to counsel and register employee	AFPC/CPF	T-180	
13.	Requests RIF authority (if applicable).	CPF/MAJCOM	T-180	
14.	Requests "daisy chain" authority (if applicable)	CPF/MAJCOM	T-180	
15.	Conducts and provides management advisory services for Mock RIF, (if requested)	AFPC/CPF	T-150	
16.	Requests Voluntary Separation Incentive Program (VSIP)/ Voluntary Early Retirement Authority (VERA)	CPF/MAJCOM	T-180	
17.	Orders placement and experience briefs for entire serviced population or targeted organizations as needed	CPF	T-180	
18.	Sends out employee briefs with a suspense date for identification of errors/needed updates	CPF	T-179	
19.	Notifies union of decision to RIF, obtains input from functional experts, including AFPC, and bargains, if appropriate	CPF/MGMT/ MAJCOM	T-150	
20.	Offers VSIP/VERA applications	CPF/MGMT	T-150	

21.	Briefs employees on RIF procedures to include temps. Provides career briefs & Severance Pay Calculations (if applicable)	CPF/MGMT	T-150	
22.	Surveys employees to see if mobile for relocation when processing a TOF	CPF	T-150	
23.	Completes pending classification and reorganization actions and conducts comp level reviews (depending on who has class authority)	AFPC/CPF	T-150	
24.	Completes or identifies incomplete performance-based and disciplinary actions	CPF/MGMT	T-150	
25.	Bargains with union (if necessary)	CPF/MGMT/ MAJCOM	T-150	
26.	Identifies valid vacancies, including positions encumbered by temporary employees, coordinates with resource management	CPF/MGMT	T-150	
27.	Identifies people with mandatory return, re-employment, and restoration rights	AFPC/CPF	T-150	
28.	Ensures accuracy of Position Descriptions (PDs)	MGMT	T-150	
29.	Coordinates with AFPC/DPCML (small base) or CPF (large base) Classification Branch to insure that PD updates are completed during the Pre-RIF period	MGMT/CPF/ AFPC	T-150	
30.	Coordinates RIF Timeline for Classification Actions (large and small base) with AFPC/DPCML to ensure reasonableness of target dates based on current workload and priorities	CPF	T-150	
31.	Stockpiles appropriate vacancies and retrieves uncommitted vacancies from appropriate source	MGMT/CPF	T-150	
32.	Matches surplus employees to valid vacancies and forwards reassignment action to AFPC (optional)	CPF/MGMT	T-150	
33.	Collects, reviews and forwards briefs needing updates to AFPC/DPCML for Quality Control (QC) and input	CPF	T-150	

34.	Coordinates with AFPC/DPCML (large and small bases) to ensure that experience updates can be reviewed and input prior to official notification to AFPC/DPC RIF Team of impending RIF	CPF/AFPC	**NLT T-150	
35.	Counsels employees on RIF retention factors & assist in updating records	CPF	T-150	
36.	Approves VSIP/VERA applications	CPF/MGMT	T-090	
37.	Determines if RIF occurs	CPF/MGMT/ MAJCOM	T-130	
38.	Notifies Servicing AFPC Staffing Team of completion of all Pre-RIF requirements (Sample letter in Procedures Guide) and submits official requests* to process RIF	CPF	**NLT T-120	
39.	Identifies standard lines of promotion/ progression (depending on who has class authority)	AFPC/CPF/ MGMT	T-120	
40.	Provides any changes resulting from union bargaining to AFPC	CPF	T-120	
41.	Provides list of validated vacancies and abolished positions to AFPC	CPF	T-120	
42.	If no RIF, returns unused vacancies to be filled to AFPC (if appropriate)	CPF	T-120	
43.	If a RIF occurs, provides updated version of RIF plan to AFPC	CPF	T-120	
44.	Complies with union agreement	AFPC/CPF/ MGT/MJC	VARIABLE	
45.	Publicizes cut-off dates for updating records (e.g., vet pref, SCD, education, experience and performance appraisals)	CPF	ANNUALLY	

\*The official request must be received by AFPC 180 days prior to the RIF effective date and include the documents listed below ensuring the RIF is completed by date required. Any request for an exception must be coordinated and approved by servicing specialists due to the number of RIFs processed in each division.

Documents required: 1) Validated Vacancy List; 2) List of Abolishments; 3) Standard lines of promotion/ progression; 4) List of employees with mandatory return, reemployment, and restoration rights; 5) Reason for RIF; 6) Information on competitive area(s); 7) List of employees with physical qualification restrictions, unsatisfactory performance, conduct problems, and other non-documented conditions which affect their RIF placement when RIF action is required; 8)

Identification of employees which require exceptions to regular order of release in RIF; and 9) Tenure tie breaker.

\*\*Denotes Mandatory Dates

<b>B. RIF Timeline</b>			<b>RIF Effective Date: 60 Day Notice Note: If you choose to give more than a 60 day notice period, you must adjust the timeline accordingly.</b>	
	<b>Description</b>	<b>POC</b>	<b>T-Date</b>	<b>Due Date</b>
1.	Begins RIF process	AFPC	T-120	
2.	Delivers RIF notices and other assignment notice	CPF/MGMT	**T-62	
3.	Conducts transition assistance and benefits briefings	CPF/Family Support	T-60	
4.	Advises employees on how to apply for Interagency Career Transition Assistance Program (ICTAP)	CPF	T-60	
5.	Provides RIF documentation including notices to CPF	AFPC	**T-62	
6.	Electronically signs RIF notices and other assignment notices	AFPC	T-62	
7.	Accomplishes mandatory registration of employees in PPP	CPF	T-60	
8.	Provide general counseling to employees on the RIF process and notice	CPF		
9.	Determines "right of first refusal" (e.g., A-76/privatization)	CPF/MGMT	T-60	
10.	Provides employee counseling on technical aspects of the specific RIF assignment by appointment	CPF	T-30	
11.	Submits remaining placement RPAs for RIF Actions	CPF	**T-30	
12.	Processes the personnel action associated with the RIF	AFPC	T-7	
13.	AFPC provides information to CPF to respond to Merit System Protection Board (MSPB) inquiries related to RIF	AFPC/CPF	T-0	
14.	Request extension for VSIP offers during notice period to include additional series, grades, and locations (if applicable)	CPF/MAJCOM	T-0	
15.	Amends RIF offers/make adjustments	AFPC/CPF	T-61	

16.	Provides general counseling to employees on the RIF process and notices	CPF	T-0	
17.	Identifies & continually updates valid vacancies cleared for RIF use to AFPC	CPF	T-0	
18.	RIF Effective Date		T-0	

\*\*Denotes Mandatory Dates

<b>C. Post RIF Timeline</b>			<b>RIF Effective Date: 60 Day Notice Period Note: If you choose to give more than a 60 day notice period, you must adjust the timeline accordingly.</b>	
	<b>Description</b>	<b>POC</b>	<b>T-Date Recommended Dates</b>	<b>Due Date</b>
1.	Out-processes separated employees	CPF	T-Date	
2.	Formalizes actions associated with RIF (e.g., training plans)	CPF/ MGMT	T+30	
3.	Complete/submit DoD Equal Employment Opportunity (EEO) statistical report	CPF	T+30	
4.	Complete/submit VERA/VSIP report	CPF	T+30	
5.	Complete/submit other reports, e.g., "Daisy Chain"	CPF/ MAJCOM	T+30	
6.	Provides copy of SF-50 to employee	MGMT	T+30	
7.	Registers employees for reemployment priority, establishes the priority list (RPL), and maintains the folders	CPF	T+30	
8.	Accepts/rejects IAW negotiated agreement, rules, regulations and law, RIF appeals/EEO complaints/grievances	CPF	Ongoing	
9.	Provides RIF technical information, documentation, and technical advice (as appropriate)	AFPC	Ongoing	

<b>10.</b>	Monitors PPP file maintenance	CPF	Ongoing	
<b>11.</b>	Maintains documentation and case files for 2 years from the date employees are issued specific notices. In the event of MSPB, EEO, OSC or other inquiry, files will be maintained as long as needed to complete the inquiry	AFPC	T+ 2 yrs	

d. TOF Responsibility Chart:

TOF Responsibility Chart		
	Description	POC
<b>1.</b>	Determines if TOF rules apply	CPF/MGMT/ MAJCOM
<b>2.</b>	If TOF rules do not apply, continues with Pre-RIF process (from RIF process model)	CPF/MGMT/ MAJCOM
<b>3.</b>	Notifies Union, employees, and local community of potential impact	CPF/MGMT/ MAJCOM
<b>4.</b>	Bargains with Union (if necessary)	CPF
<b>5.</b>	Develops TOF plan/timeline	CPF
<b>6.</b>	Coordinates and provides input to TOF plan/timeline	MGMT/MAJCOM
<b>7.</b>	Provides management advisory services	CPF
<b>8.</b>	Forwards appropriate documentation to AFPC; e.g., Memorandum of Understanding (MOU), positions involved, TOF plan/timeline, etc.	CPF
<b>9.</b>	Processes and effects TOF. Works with CPFs (as appropriate)	AFPC

## Sample Letter Requesting AFPC to Process RIF

*[Information in red is provided as guidance to help you prepare your request]*

MEMORANDUM FOR HQ AFPC/DPCTI

ATTN: RIF Unit

FROM: \_\_\_\_\_ *[Name of Base]*

SUBJECT: Request to Process RIF

Request you conduct a Reduction in Force (RIF) *[Specify if the request is for a Mock RIF]* for \_\_\_\_\_ *[Base]*.

POC for this RIF will be \_\_\_\_\_ *[Name, DSN number, and email address of a CPF Specialist that can provide additional information]*.

The proposed effective date of the RIF is \_\_\_\_\_ *[The actual effective date will be established by the RIF Unit. Your proposed date will be used if it is at least 120 days after the date of receipt of your RIF request in AFPC (180 days if RIF requires 120 day notices)]*.

The cut-off date announced for update of records is \_\_\_\_\_ *[Date publicized locally as the last day employees may update records (e.g., vet preference, SCD, education, experience history, performance appraisals) to be used in the RIF. See PRE-RIF Timeline # 45]*

Appraisal cut off date is \_\_\_\_\_ *[This date will be used to determine the four year look back period for appraisals used in the RIF. Identify if different from cut off for records update]*.

We have conducted all Pre-RIF planning *[These are the items listed on the Pre-RIF timeline of the Procedures Guide which were tasked to the CPF, Mgt or MAJCOM. If they have not all been completed identify those that are still pending with the projected date of completion]* and have included the following attachments needed to perform mechanics of a RIF (see list below):

a. Reason for RIF *[This will be used when creating RIF notices, and processing the RIF related personnel actions. If you are running two or more RIFs simultaneously provide the reason for each. Be sure to specify if the RIF are related to CS&P (A-76) as those actions have a different authority code and are closely tracked by HQ USAF/DPF]*.

b. Validated vacancy list *[It is AF policy to use all valid vacancies in RIF. A valid vacancy (per AF definition) is any authorized, funded position that does not have a hiring restriction (i.e. projected manpower reduction or funding limitation) imposed upon it by an appropriate official. List all valid vacancies within the competitive area of the RIF including any fill actions at AFPC, OPM, or DPK. Be sure to include all your vacancies not just the ones you think we will use. We will have to manually delete any vacancy in DCPDS not included on your vacancy list from the AutoRIF extract before we run the RIF. For each position, provide the CPCN and sequence*

*number, Position Title, PP-SRS-GR, Office Symbol or Org Code and NTE date (if Temporary or Term). You can get a prepared list in this format by running the vacancy report in the CSU. Also, include those positions that are currently encumbered that will become vacant prior to the effective date of the RIF (resignations, retirements, LWOP candidates, projected internal actions) with the anticipated date the position will be vacant and the reason (promotion, CLG, resignation, retirement, etc). If the employee is moving to another position within the Competitive Area provide the CPCN and sequence number of the position they are scheduled to move to, to ensure they compete correctly in the RIF].*

c. List of encumbered positions that are being abolished. *[The list should include CPCN, Position Title, PP-SRS-GR, Office Symbol or Org Code, NTE date (for TERM appointment), and the name of the incumbent. Do not include positions that are vacant or are filled with temporary employees].* Submit separate lists to identify positions in the competitive or excepted service.

d. Standard lines of promotion/progression. *[There is a three grade limit (five grade for 30% disable veterans when determining retreat rights) on assignment right in RIF. The grade limits of each employee's rights are determined by the grade progression of the position from which the employee is release (regardless of how the employee actually progressed to that grade). Therefore, we need the "lines of promotion" for each position that is encumbered by an employee affected by RIF. These differ from one installation to another depending on the grade structure of the installation, especially in positions not covered by the general schedule. As a minimum, provide the five grade range for each abolished position, and since we do not know where and what position the RIF will also include in round two, the lines of promotion for series in the competitive area that have the same or lower grade level of the abolish positions. For example, if the highest grade affected in the RIF is a WG-10 provide the lines of promotion for positions at that grade and below (using representative rate)].*

e. List of employees with mandatory return, reemployment, and restoration rights. *[Include all employees in the competitive area who are on LWOP-US because of active duty in the reserves or National Guard]*

f. Information on competitive area(s). *[Tell us if your CPF has more than one competitive area. If it does identify specifically which positions are either included within the competitive area of the RIF, or (if it is easier) those that are outside the competitive area (normally this is because they are outside the commuting area). You can do this by either identifying the two digit "Competitive Area" field in DCPDS (if coded), or by PAS Code and organizational structure code.*

g. List of employees with physical qualification restrictions, unsatisfactory performance, conduct problems, and other non-documented conditions which may affect RIF placement when RIF action is required. *[Provide us a list of employees who have a final decision of removal or change to lower grade because of poor performance or conduct. A list of employees that have similar performance or conduct actions pending or under adjudication. A list of employees under disbarment and security restrictions (i.e., clearances revoked, denied, or under adjudication). Also, a list of employees identified for RIF or you expect may be players because*

*they are in the same competitive level or grade range of the RIF that have physical restrictions that may limit their placement].*

h. List of employees requiring exceptions to the regular order of release in RIF when RIF action is required *[ There are two types of exceptions to the regular order of release mandatory and discretionary. Employees who were re-employed because of restoration rights after returning from service in the Armed Forces have mandatory exception for 6 months or 1 year (depending on the type of service). In rare instances employees may be granted discretionary exceptions if they are serving in unique positions that higher -standing employees can not take over within a 90 day period. List all employees who are entitled to either a mandatory or discretionary exception and provide the reason]*

i. Tenure tie breaker. (Indicate whether you want to use the AutoRIF built in tie-breaker or indicate if you have a unique tie-breaker that you use at your installation). *[AutoRIF uses a random tie-breaker similar to the process used in delegated examining. It is defensible in third party appeals and we recommend its use unless your installation has negotiated a different process in local bargaining]*

j. Installation/MAJCOM Policy on Excepted Service: *[Employees in the Excepted Service are not granted RIF assignment rights to other competitive levels by Air Force regulation. However, assignment rights may be extended to excepted service employees by command or activity regulation. These rights may not exceed those granted employees in the competitive service; they must be uniformly applicable to all excepted service employees in the competitive area; and employees in excepted positions may not displace or bump employees in competitive positions].*

We understand you will provide \_\_\_\_\_ (base) with the final version of the retention register from which notices will be given for use in counseling employees affected during RIF, etc.

Civilian Personnel Officer

### 3. RIF Questions/Answers:

There are many questions that occur in the RIF/TOF process. Below are some common questions and answers concerning various RIF/TOF areas.

- a. Question: What constitutes a transfer of function (TOF)?

Answer: Transfer of function means: (1) the transfer of the performance of a continuing function from one competitive area and its addition to one or more other competitive areas, except when the function involved is virtually identical to functions already being performed in the other competitive area(s); or, (2) the movement of the competitive area in which the function is performed to another local commuting area. Example: The transportation unit at Base A is being moved to Base B which has no transportation unit. This would constitute a TOF. If Base B had an existing transportation unit, there would be no TOF. Base B would merely be gaining additional workload for a function already in existence.

- b. Question: Should union representatives accompany management officials and personnel specialists when RIF/TOF notices are delivered?

Answer: It depends on your local situation. Your “Impact and Implementation” (“I and I”) bargaining and/or union contract may require it. Unless these conditions exist, it is not mandatory that union representatives be present when notices are delivered.

- c. Question: What happens if an employee refuses to acknowledge receipt of the RIF/TOF notice?

Answer: Employees need to be informed. Acknowledging receipt of the notice does not indicate acceptance of the action or of the offer. If an employee refuses to acknowledge receipt of the notice, the officials delivering the notice should annotate the CPF copy of the notice with the following:

“Notice delivered to (Employee Name) on (Date); employee refused to acknowledge receipt of notice.”

- d. Question: Can ART (Air Reserve Technician) positions be offered to employees who are not currently in ART positions?

Answer: It depends. An ART position may be offered to a non-ART employee only if employee is eligible to become a member of the Air Force Reserve. If employee is eligible to become a member of the AF Reserve, but does not want to join, employee may decline the ART position without the usual penalties associated with declining a valid offer. An employee who is already an ART and is offered another ART position in RIF, but declines offer is subject to the penalties accompanying declining a valid offer. Additionally, the offer of a non-ART position would be a valid offer for an ART employee.

e. Question: An employee was given a notice of RIF separation. The employee expressed interest in Discontinued Service Retirement (DSR). Before the employee applied for DSR, he/she was given a “better offer” of a change to lower grade to a position one grade lower than the one currently held. May the employee still take discontinued service retirement?

Answer: No. An employee may not take DSR if he/she has been offered a position that is within two grades of his/her permanent grade. If the employee had applied for DSR while under notice of separation, he/she could have retired. Employees should be advised of information concerning DSR and other types of retirement early in the RIF/TOF process.

f. Question: Many positions that are offered as RIF placements have physical and/or security clearance requirements that exceed those of employees to be placed into the positions. Can these positions be offered as RIF placements? When should physical examinations/security clearance requests be initiated?

Answer: The physical/security clearance requirements of a position do not prevent that position being used for RIF placement. Ideally, physical examinations should be accomplished before offers are made; however, there is usually not enough time to do this. Physical examinations should be completed as soon as possible during the notice period. If the employee does not meet the physical requirements of the position, another offer must be made. If the offer is a lower grade than the original one, or there is no other offer, a new 60-day notice period must begin.

Security clearances would be initiated as soon as possible. In some cases, a waiver may be accomplished to allow the employee to be placed in the new position pending granting of the clearance. Exceptionally long waiting periods for completion of security clearance may be considered in determining “undue interruption.” (Remember that an employee whose clearance has been previously withdrawn is not qualified for any position which requires a clearance; consequently the position is not a valid RIF offer.)

g. Question: An employee at Base A was given a RIF offer of change to lower grade. The employee registered in the Priority Placement Program (PPP), received and accepted an offer at Base B at his/her original grade. After a house-hunting trip to Base B, the employee declined the PPP offer. What happens at Base A?

Answer: The employee faces separation. When the employee accepted the offer, he/she, in effect, declined the change to lower grade at Base A. Usually, the declination of a valid offer results in separation. It is a good idea to have the employee sign a letter of agreement stating if he/she accepts the Base B offer. By accepting the offer, he/she declines the Base A offer of change to lower grade. If positions are available at Base A for which the employee qualifies, he/she may be offered a position; however, the employee is not entitled to the original offer if the position subsequently becomes the best offer and is accepted by another employee.

h. Question: Must auxiliary chaplains and employees in similar occupations be issued RIF notices, particularly in base closure situations?

Answer: Yes. Auxiliary chaplains are in the excepted service and have intermittent work schedules. Although they usually will not have placement offers, they must be issued RIF notices of separation.

i. Question: How are employees on injury compensation treated in RIF?

Answer: Employees that are on injury compensation and are still on your rolls must be treated as any other employee. That is, they are listed on the retention register and the appropriate placement actions taken. Employees on injury compensation that are off the rolls are not listed on retention registers and are not considered in making placement offers.

j. Question: What is the “cut off” date for appraisals used in determining adjusted service computation dates (SCDs) for RIF? How are these dates determined?

Answer: To ensure accurate RIF placement determinations, all retention factors must be available long before notices are given and the effective date of the RIF/TOF. Since performance appraisals impact RIF SCDs, a date must be established as the “bottom line” or cut off date for consideration of appraisals in the RIF SCDs. The cut off date should be determined and documented by the CPF during pre-RIF planning.

This does not mean supervisors stop appraising employees’ performance. Example: the effective date of the RIF is 1 October 97. Notices will be given during the week of 23 July 97. The actual determination of placements will be accomplished beginning 1 June 97. Retention registers will be run on 15 May 97 (with an “as of date” of 1 October 97). Therefore, the appraisal cut off date is 1 May 97. Any appraisal made after the date will not be used in RIF SCD determinations for that RIF.

The three most recent appraisals rendered within the preceding four-year period will be used to determine the employee’s RIF SCD. Ensure the employee’s Modern DCPDS files include projected appraisal information, which is not included in the RIF SCD determination. Remember retention registers should be compiled as of the effective date of the RIF.

k. Question: How are targeted positions treated? Are placement offers made at the targeted grade or at the grade currently held by the employee in the position?

Answer: This answer applies to targeted positions only; it does not apply to positions in formalized training programs. Employees appear on the retention register at the grade they currently and permanently occupy. Example: Employee A’s permanent position is Supply Clerk, GS-5, target GS-7. Employee A appears on the Supply Clerk, GS-5, retention register. A vacancy for the Supply Clerk GS-7 target grade is not entered on the GS-7 retention register because there is no vacancy; the position is encumbered by Employee A.

Employee A may be displaced by an employee with higher retention standing who can bump/retreat at the GS-5 level. Employees who can not bump/retreat at the GS-5 level (because GS-5 is not within the range of that employee’s three grade levels) can not displace Employee A. Example: Employee A is a Supply Clerk, GS-5, target GS-7, and is in subgroup 1B, RIF SCD:

76-09-16. Employee B is a Supply Management Specialist, GS-2001-12, 1A, RIF SCD: 66-08-10, and held the position of Supply Clerk, GS-5. Employee C is a Supply Management Specialist, GS-2001-09, 1A, RIF SCD: 68-07-04, and has also held the position of Supply Clerk, GS-5. Employee B may not retreat to Employee A's position, as it is beyond the three grade-level limit of bump/retreat. Employee C may retreat to Employee A's position, as it is within the three grade-level limit. Employee C would be offered the position as a GS-5. If the position were vacant, it could be offered to Employee B as a GS-7.

Targeted positions may be offered to employees who are not on targeted positions. Example: Employee D is a Personnel Clerk, GS-4, 1AD, RIF SCD 36-05-31; Employee E is a Personnel Clerk, GS-4, 1AD, RIF SCD 36-06-01. The best offers are two vacant positions; a Personnel Clerk, GS-4, target GS-5 and a Personnel Clerk GS-4, no target grade. Technically, either employee could be offered the sub-target position since the target level of a position is not considered in making RIF offers. In this example, we would recommend that you offer the sub-targeted position to Employee D as he/she has higher retention standing than Employee E. It is always defensible to use retention standing as a basis for RIF decisions.

NOTE: When a target position is offered as a RIF placement, the employee is not required to compete for promotion to the target grade; however, if targeted positions are used in pre-RIF placement, the employee will be required to compete for promotion to the target grade.

l. Question: Usually, the notice period is 60 days (120 days for significant RIFs where 50 or more employees are projected to separate). An employee may request and receive annual leave or leave without pay to extend the total notice period (reference 5 C.F.R. for exceptions to the regular order of release). What happens if the employee's retention standing changes in the extended notice period (beyond the 60-day notice and the effective date of the RIF/TOF)?

Answer: The employee's retention standing remains fixed as of effective date of the RIF/TOF. Example: the effective date of the RIF is 31 March 1997; the employee requests annual leave until 26 April 1997 to extend the notice period. On 15 April 1997, the employee's status changes from career-conditional to career. The employee's retention standing does not change, and the RIF offer remains as it was.

NOTE: When using an exception to the regular order of release, if an employee is retained for more than 30 days under the exception, all other employees with higher standing must be notified of the retention and the retention register must be annotated by the retained employee's name with the reason for the exception and the date when the retention ends (reference 5 C.F.R. 351.608(d)(1) and (d)(2)).

m. Question: What is the required notice period?

Answer: Air Force requires a 60-day notice (120-day for significant RIFs where 50 or more employees are projected to separate). Typically, you would count about 65 days for a notice period, to allow extra time for unforeseen difficulties. Employees may request annual leave or leave without pay to provide them with an extended notice period (see 5 C.F.R. for exceptions to the regular order of release). In determining the notice period, the day of delivery

and the effective date may not be counted. The effective date may not be on a weekend or holiday. The notice period begins when the employee receives the notice.

n. Question: There are rare instances where employees' retention standing is tied; i.e., the same tenure group and adjusted SCD. How are these ties broken?

Answer: There is no regulatory guidance on this issue; it is left to the discretion of the activity and should be determined in pre-RIF planning. Elements that are used to break ties should be merit-related and should be applied consistently. Some elements that have been used are length of time in position, length of time in occupational series, length of time in organization. The element to be used in breaking ties should be determined and documented before placement determinations are made. The same element should be applied to all ties.

o. Question: When may employees be registered in the (PPP)?

Answer: There are some limitations stated in the DoD PPP manual. Within those limitations, employees may be registered when the priority for which they may be registered in PPP has been determined. This is true for voluntary registration; mandatory registration does not have to occur until specific notices have been received by the employees. For example: In a RIF, employees who will be priority "1" or "2" may be registered as soon as that priority has been determined. This registration may be accomplished before notices are delivered.

p. Question: Once you have determined an employee's assignment rights under RIF, is that the only position that may be offered to the employee?

Answer: No. Ensure an alternative offer of a position with a lower representative rate than that of the position to which the employee is entitled. This option should be utilized in cases where it would be desirable to give the employee an offer which would suit his/her personal circumstances or would be for the convenience of the agency (i.e., to decrease the number of RIF actions taken) and at the same time not adversely affect any other employee. When using this option, you must be sure that the employee has received, in writing, the offer of the position with the higher representative rate, and has subsequently indicated, in writing, his or her willingness to accept the alternative offer. Grade and pay retention may apply to these actions.

q. Question: Once RIF notices are delivered, is the next step processing the RIF placements on the effective date of the RIF?

Answer: No. After the initial notices are delivered, every effort will be made to look for "better" offers. These changes in offers could be the result of employees deciding to retire, employees being placed through PPP or other vacancies, etc. "Worse" offers could also occur, if employees fail to meet physical or security requirements of the offered position.

#### **4. Reduction-In-Force: Documentation and Staging Requirements:**

Source: 5 CFR 351.505

a. AFPC will maintain the current records needed to determine the retention standing of the competing employees. AFPC will allow the inspection of its retention registers and related records by:

- 1) A representative of OPM; and
- 2) An employee affected by RIF to the extent that the registers and records have a bearing on a specific action taken, or to be taken, against the employee.

b. AFPC will preserve, intact, all registers and records relating to an employee for 2 years from the date the employee is issued a specific notice.

c. In addition to the generated documentation using Auto-RIF, the following items should be considered the MINIMUM to be included in documentation files. Other items may be necessary based on the individual RIF process that occurred. Pre-RIF documentation will be maintained by the CPF; e.g., documentation of notification to Local Union and any backup relating to union negotiations, chart of representative rates, lines of promotion documentation, copy of daisy chain approval (if applicable), copy of notification of cutoff dates for updating records, and performance appraisals. AFPC will provide the CPF with a copy of the retention register used to issue notices and amendments/changes for the RIF.

d. The following documents will be profiled (saved) into PARIS (reference the procedure for RIF Case Files):

- 1) General File:
  - a) Notification of RIF to include Reason for RIF
  - b) List of abolished positions
  - c) Vacancy list
  - d) Identification from CPF regarding competitive area(s)
  - e) List of employees with minimal and unacceptable appraisals
  - f) List of employees on light duty, employees receiving COP or injury compensation, and employees being physically accommodated
  - g) Last iteration of Auto-RIF used
  - h) Career Briefs of all individuals affected by RIF

- i) VSIP/VERA request and approval letters
  - j) Union agreements concerning RIF (if applicable)
- 2) Individual RIF Folder:
- a) RIF letter and all corrections/changes/amendments/cancellations, etc.
  - b) All acknowledgments regarding the above
  - c) Current PD (for action being effected)
  - d) Severance Pay Calculation (if applicable)
  - e) Physical qualifications determinations (if applicable)
  - f) Waiver of qualification determination (if applicable)
  - g) Security/Personal Reliability Program (PRP) determinations (if applicable)
  - h) Acceptance/declination statements
  - i) Employee VSIP/VERA letter (if applicable)

**5. Voluntary Separation Incentive Program (VSIP):**

References:

- (1) AF Plan on Separation Incentives dated 30 Aug 94
- (2) DoD Civilian Assistance and Reemployment Program (Care) Guidance dated 1 June 1993

Purpose: The VSIP is a tool which the CPF and management may use during pre-RIF to minimize the impact of the RIF. The incentive amount is \$25,000 or the severance pay computation, whichever is less.

<b>VSIP Chart</b>		
	<b>Description</b>	<b>POC</b>
<b>1.</b>	Identifies employee(s) who are eligible for VSIP incentive	CPF/MAJCOM
<b>2.</b>	Generates severance computations from Modern DCPDS	CPF
<b>3.</b>	Requests audit of OPF to determine if previous severance pay award	CPF
<b>4.</b>	Audits OPF for verification of previous severance pay award	AFPC
<b>5.</b>	Notifies CPF of employee(s) with previous severance pay awards and provides supporting documentation (if requested)	AFPC
<b>6.</b>	Adjusts severance pay computation for any employee(s) who have previously received severance pay awards	CPF

<b>VSIP Chart</b>		
	<b>Description</b>	<b>POC</b>
7.	Refer employees with questions on retirement annuities to the Benefits and Entitlements Team at 1-800-997-2378	CPF
8.	Voluntarily applies for and accepts VSIP incentive	EMPLOYEE
9.	Informs employee(s) of VSIP incentive approval	CPF
10.	Initiates the RPA to include the VSIP authority code in Part B and the VSIP dollar amount in Part D on page 4 of the remarks	CPF
11.	Forward copy of VSIP authority letter and offer/acceptance letters to AFPC	CPF
12.	Processes the RPA	AFPC

\*Involvement, as needed.

### 6. Voluntary Separation Incentive Program (VSIP) II:

Reference: DoD PPP Operations Manual

Purpose: VSIP II is the second phase, which became effective in May 1994. This phase crosses components and creates vacancies for priority 1 PPP registrants.

<b>VSIP II Chart</b>		
	<b>Description</b>	<b>POC</b>
1.	Provides justification for exclusion from VSIP II program (if applicable) through MAJCOM and the HQ USAF Component Coordinator to the DoD Care Office	CPF
2.	Surveys workforce for interest in VSIP II program	CPF
3.	Maintains applications of those employees interested in program	CPF
4.	Maintains VSIP II ASARS requisition control log numbers	CPF
5.	Downloads the "VSIP II" file as needed via File Transfer Protocol (FTP)/Telnet in the Defense Data System Center (DDSC)	CPF
6.	Advises applicant of severance pay estimate and entitlements. Generates estimate via Modern DCPDS (refer to AFPC Severance Pay Procedures Process)	CPF
7.	Makes VSIP II offer(s) to applicant(s) and establishes reporting dates	CPF
8.	Refers employees with question on retirement annuities to the Benefits and Entitlements Team at 1-800-997-2378	CPF
9.	Contacts the losing AFPC or CPF (if applicable) for fund cite information and processing	CPF

10.	Complete PPP forms for those employees who meet the eligibility requirements of Program “V” and inputs to ASARS when submitted by CPF	CPF
11.	Inputs VSIP II ASARS requisitions	CPF
12.	Inputs report action codes for resumes/requisitions as provided by CPF	CPF

### 7. Voluntary Early Retirement Authority (VERA)

References: 5 CFR Parts 831 and 842 and 5 USC Section 8336(d)(2)

<b>VERA CHART</b>		
	<b>Description</b>	<b>POC</b>
1.	Identifies employee(s) who are eligible for VERA	AFPC/CPF
2.	Request VERA authority	CPF
3.	Notifies eligible employees of opportunity to apply for VERA	CPF
4.	Counsels employees on VERA, retirement application timeliness, processing requirements, etc	AFPC
5.	Voluntarily applies for and accepts VERA	EMPLOYEE
6.	Initiates RPA to include VERA number. (If accompanied by VSIP refer to VSIP section in this guide)	CPF
7.	Provides copy of VERA authority and offer/acceptance letters to AFPC	CPF
8.	Processes the RPA	AFPC
9.	Submits required reports through MAJCOM to HQ USAF	CPF
10.	Complete PPP forms for those employees who meet the eligibility requirements of Program “V” and inputs to ASARS when submitted by CPF	CPF
11.	Inputs VSIP II ASARS requisitions	CPF
12.	Inputs report action codes for resumes/requisitions as provided by CPF	CPF

### 8. Severance Pay:

Reference: 5 CFR Part 550, Subpart G.

<b>Severance Pay</b>		
	<b>Description</b>	<b>POC</b>
1.	Identifies employee(s) who may be involuntarily separated	CPF/AFPC
2.	Determines if employees qualify for severance pay less than 5 CFR 550, Subpart G	CPF
3.	Generates severance pay computation from Modern DCPDS. (utilize PTI 9JW)	CPF

<b>4.</b>	Provides counseling to employee(s) on severance pay entitlements to include lump sum option	CPF
<b>5.</b>	Notifies CPF of any previous severance pay award	CPF*/EMPLOYEES
<b>6.</b>	Requests verification of any previous severance pay award	CPF/ EMPLOYEES**
<b>7.</b>	Audits OPF for verification of any previous severance pay award	AFPC
<b>8.</b>	Identifies employee(s) who have received severance pay and notifies CPF. Same as 5	AFPC
<b>9.</b>	Adjusts severance pay computation and informs employee(s)	CPF
<b>10.</b>	Initiates the RPA to include the dollar amount in Part D of page 4, remarks area of the RPA	CPF
<b>11.</b>	Processes the RPA	AFPC

\*CPF works closely with employees

\*\*Involvement as needed